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REPORT OF THE TWELFTH MEETING OF THE INTER-AGENCY CO-ORDINATING COMMITTEE (IACC) ON THE SECOND UNITED NATIONS TRANSPORT AND COMMUNICATIONS DECADE IN AFRICA (UNTACDA)

Addis Ababa, (Ethiopia) 14 - 17 March 1989

A. ORGANIZATION

1. The twelfth Meeting of the Inter-Agency Co-ordinating Committee on the second United Nations Transport and Communications Decade in Africa was held in Addis Ababa, Ethiopia, from 14 to 17 March 1989.

B. PARTICIPATION

2. Representatives of the following United Nations bodies, specialized agencies and African intergovernmental organizations took part: United Nations Conference on Trade and Development (UNCTAD), United Nations Development Programme (UNDP), United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations High Commissioner for Refugees (UNHCR), World Bank (IBRD), International Civil Aviation Organization (ICAO), Universal Postal Union (UPU), International Telecommunication Union (ITU), International Maritime Organization (IMO), African Airlines Association (AFRAA), African Development Bank (ADB), Pan-African Telecommunications Union (PATU), Economic Community of West African States (ECOWAS), Organization of African Unity (OAU), Preferential Trade Area for Eastern and Southern Africa (PTA), International Labour Organisation (ILO), World Meteorological Organization (WMO), Union of African Railways (UAR), Union of National Radio and Television Organizations in Africa (URTNA).

3. Representatives of the Eastern and Southern African Management Institute (ESAMI) and the Arab Maritime Transport Academy (AMTA) also attended as observers.

C. OPENING OF THE MEETING

4. The meeting was opened by the Executive Secretary of the Economic Commission for Africa, Professor Adebayo Adedeji, who was also chairman.

5. In his opening statement Professor Adedeji recalled that the first United Nations Transport and Communications Decade in Africa had started without precedent and had thus called for a great deal of innovation. Indeed, the IACC had been created without any mandate. The Committee, however, had ten years experience and it ought to build upon that but not replicate or routinize the first Decade.

6. Professor Adedeji reminded the meeting that the challenge facing Africa during UNTACDA II was greater than had been the case at the time of launching UNTACDA I. The degree of optimism of ten years previously was no longer there. The African economic crisis had erupted immediately after the launching of the first Decade and transport and communications was one of the key elements for solving the crisis. It would not only show a lack of imagination but would also be a betrayal of Africa if the agencies only continued to do exactly what had been done during the first Decade.

7. The UNTACDA I problem had been the subject of several evaluations among them those by the JIU and UNDP. Evaluations were very good things since it was through them that one knew where one had gone wrong. He hoped that this the first meeting under the auspices of UNTACDA II would identify some of the features that would distinguish UNTACDA II from UNTACDA I.

8. Professor Adedeji addressed himself to the economic, social and political environment in which UNTACDA II would operate. The economic problems of Africa were still urgent and were more complex than ten years previously. There was no doubt, however, but that the Lagos Plan of Action was still the basis for any African collective endeavours such as UNTACDA. When UNTACDA commenced African governments were poor but not as poor as now, they were in debt but not as indebted as now; it had been assumed that they could make big investments and indeed they did. But the time had now come to give very serious thought to the question of resource availability. Receipts from export earnings had diminished considerably and some governments were unable to meet their obligations and that was beginning to affect UNTACDA. Maintenance was not being carried out because of lack of resources. It would be wrong to think of programmes requiring great investments without taking these realities into account. Maintenance was crucial and in telecommunications the lack of it had led to the deterioration of valuable equipment.

9. The other side of the coin was what could be assumed about the availability of external resources. It would be necessary to review the experience of past resource mobilization efforts such as the Technical Consultative Meetings and the Co-financing Meetings and reflect on what those experiences meant for UNTACDA II. Right at the outset of UNTACDA the United Nations Secretary-General had convened a Pledging Conference in New York which had only raised $150,000. Thereafter there was so much despondencey that the Decade might just as well have been terminated right there and then. In view of the past experience, the Committee ought to ponder the question whether the next Decade should be geared to external financial support or to what African Governments could finance themselves.

10. The next question was a sensitive one and pertained to the fact that in the past some agencies seemed to have been concerned more with raising their own flag than with serving African governments. While it was understandable that each organization would want to show its achievements, it should, however, not be overdone. Africa's interest ought to be put first, rather than quibbling over whether a certain task should be performed by one organization or another. Greater commitment was required from the organizations. The Executive Secretary wondered how many agencies had provided additional resources in their own budgets for Africa's need. It seemed that some agencies saw the Decade as an opportunity to receive rather than give more resources.

11. African IGO's had not been very actively involved during UNTACDA I and he hoped that would change in UNTACDA II. It would not be right to have parallel programmes. If there was a Decade programme, everybody ought to be committed to it. There could not be one programme in Addis Ababa and other in other capitals of the world. A corollary to this was that there should be a consensus on the content of the UNTACDA II programme so that it could receive the support of all and thus ensure that requests for financing, whether it be to UNDP or to bilateral donors, would be consistent. It was fortunate that the Committee had had the experience of the previous ten years which, if it was applied, could make UNTACDA II exciting. The Executive Secretary concluded by saying he had spoken frankly and wanted everyone else to be free to speak frankly. He requested the members of the Committee to prepare a checklist of what to do and, even more importantly, what mistakes to avoid in UNTACDA II.

D. ACCOUNT OF THE PROCEEDINGS

Adoption of the agenda and organization of work (agenda item 2)

12. The meeting adopted the following agenda

1. Opening of the meetings
2. Adoption of the agenda and organization of work
3. Objectives and strategy of UNTACDA II
4. Guidelines for the preparation and implementation of UNTACDA II programme
5. Date and venue of the next meeting
6. Any other business
7. Adoption of the report
8. Closure

13. The meeting also adopted the following work schedule

Tuesday 17th	10.00 - 13.00 hrs;	15.00 - 18.00 hrs
Wednesday 18th	09.00 - 13.00 hrs;	15.00 - 18.00 hrs
Thursday 19th and Friday 20th		

Objectives and strategy of UNTACDA II (agenda item 3)

14. A representative of the ECA secretariat introduced document DEC/TRANSCOM/67/Rev. 1 which contained the proposals of ECA regarding the concept and focus of the second Decade, its global objectives, goals and strategy. The presentation emphasized agriculture as the basis for self-sustaining economic development in Africa, hence, the insistence in the Lagos Plan of Action that programmes of support sectors such as transport and communications must, first and foremost, serve to enhance development of food

and agriculture in Africa. Thus, the aim of physical integration of Africa should be based on the economic poles of production and consumption. Such an approach would necessarily imply a slight shift in emphasis from regional projects as being the highest priority to national networks being the starting point in order to link them into an integrated network. These objectives may further be grouped into four categories as follows: completion of pan-African networks, facilitation of traffic by the reduction of non-physical barriers, the promotion of improved management and operations, and the establishment of manufacturing industries.

15. Other agencies that had prepared papers also presented them as follows:

ICAO

16. The paper emphasized the importance of regional integration and called for a realistic assessment of the capacities of the various agencies and IGO's and the apportionment of responsibilities accordingly. The paper then went to give an account of ICAO's plans for furthering the development of civil aviation in Africa from the agency's own resources.

PATU

17. The PATU paper highlighted the need to have short- and long-term objectives as everything could not be done in a period of ten years. Furthermore, there ought to be decentralization in the execution of projects. Finally, it was the paper's contention that during UNTACDA I not enough attention had been paid to telecommunications, a situation that needed redressing in UNTACDA II.

World Bank

18. The importance of regional integration was recognized as a basis for fostering regional trade in particular through efficient transit and shipping; nurturing African markets for transport services; improving transport policies and programmes by exchanges, research and adhesion to common goals; and strengthening capabilities for training and human resources development. The UNTACDA II programme should be based on key issues in the fields of transport and communications and those issues that could benefit from regional co-operation ought to be identified. An attempt should also be made to work out the best institutional arrangements for implementing the Decade programme. A starting point could be reviewing past efforts and building upon them. Thus, could follow new approaches to solving transport and communications problems in Africa and drawing a well-targeted Decade programme which would be able to make a big difference in African transport and communications. In order to do so, it should be based on a strong and sustained consensus. In the final analysis the success of the Decade would depend on the support it would be able to draw from its constituency, namely, African governments, transport enterprises, scholars and analysts engaged in the transport and communications sectors, and multilateral development agencies and donors. The paper concluded by proposing a priority agenda for the transport sector as follows:

- road rehabilitation and maintenance;
- structural reform of air transport;
- efficiency improvements in ports;
- urban transport services;
- road safety;
- key policy issues concerning the revision of restrictive practices in respect of entry and freight allocation in road transport services;
- secure and efficient intra-regional transport and transit operations;
- the institutional structure for transport planning and policy development.

UNDP

19. The UNDP paper proposed the following objectives for UNTACDA II.

(i) to pursue an integrated transport and communications planning;

(ii) to pursue policies for increased transport and communications efficiency, particularly as far as the maintenance and rehabilitation of existing infrastructures;

(iii) to facilitate international traffic and communications;

(iv) to develop transport and communication including safety and environment for improved rural and urban living conditions;

(v) to rationalize energy use in transport and communications;

(vi) to develop channels for technology transfer in transport and communications.

20. As far as strategy is concerned, it foresaw ECA continuing its role as lead agency for the co-ordination and implementation of the Decade in line with the set objectives and institutional arrangements. In this regard, ECA's role should be to ensure coherence and proper co-ordination of regional and subregional preinvestment programmes. As a matter of principle all new transport and communications projects of preinvestment nature and with regional and subregional vocation financed and/or executed by organizations of the UN system, including the World Bank, should obtain the advice of ECA before their approval.

21. Several agencies then took part in the debate and raised the following issues:

- the financing of the programme;
- manpower development. African labour was adequate but the productivity was low. Support should be given to training institutions in Africa as well as those outside Africa that are involved in training Africans;
- the need to address technological changes in transport and communications;
- improvement of management of transport and communications enterprises;
- the importance of meteorology for various sub-sectors;
- the need to continue certain projects commenced during UNTACDA I and now ongoing;
- according very high priority to maintenance and rehabilitation of existing assets concurrently with programmes of expansion. Otherwise the status quo of the most underdeveloped systems among all the regions of the world would be maintained;
- adequate balance between transport and communications and equitable distribution of financing;
- the publicity that needs to be given to the Decade;
- manufacture of transport and communications equipment and spare parts;
- the need to define short- and long-term objectives;
- facilitation of inter-country traffic;
- survival of African airlines in the face of the changing international environment and the implementation of the Yamoussoukro Declaration;
- linkage between sectors, especially between telecommunications and others;
- improvement of planning skills and capacity for African transport and communications services;
- road safety;

- importance of food security;

- increasing the competitiveness of African transport, especially shipping and air transport industries.

22. A drafting committee consisting of ECA, OAU, ADB, World Bank, UNDP and UAR was established to produce a document defining the global and sectoral objectives. The document appears in Annex I to this report.

Guidelines for the preparation and implementation of UNTACDA II programme (agenda item 4)

23. A representative of the ECA secretariat once again introduced the part of document DTC/TRANSCOM/67/Rev. 1 dealing with this item. The presentation dwelt on the fact that the programme should be oriented towards corridors of production and consumption; hence core projects that could reasonably be expected to be implemented within the ten-year period ought to be identified. Since the programme would be implemented by many interested groups, it was essential that these groups agreed on a strategy to be adopted for the programme. Based on the experience gained in implementing the first Decade programme, it was possible to provide an outline of this strategy. In order to ensure the relevance of the projects, the various specialized regional/subregional organizations and U.N. agencies as well as the subregional economic organs (e.g. ECOWAS, PTA, EYCOS) should be intimately involved in the design, preparation and execution of the programme. The projects included in the Decade programme should be consistent with and complementary to the priorities and programmes of the countries as well as of the relevant subregional organizations.

24. The ECA paper being the only one presented under this agenda item, the chairman requested the participants to focus on who would be responsible for preparing the programme, the methodology thereof, and the nature of the programme.

25. In the ensuing debate the participants took the floor and expressed their views on the subject. The feeling was expressed that the guidelines should insist on the concept of additionality so that the Decade would bring about extra results over and above what would be achieved in its absence. The question of projects to be carried over from UNTACDA I was also raised with the admonition to ensure that such a carry-over programme was not so large as to make the UNTACDA II programme unwieldy. It would therefore be essential to define criteria for the acceptance of projects into the programme. In this connexion, it might not be desirable to entrust the setting up of such criteria to ECA as the lead agency but to involve representatives of governments.

26. The discussion also dealt with the role of ECA as the lead agency and those of the governments, the IGO's, U.N. specialized agencies and multilateral development institutions and donors. After an extensive debate, a drafting committee was instituted and charged with the responsibility of drawing up a paper on the guidelines. The Committee was composed of ECA, ICAO, ITU, UNCTAD, ECOWAS, AFRAA and UNDP and its document appears in Annex II.

Date and venue of the next meeting (agenda item 5)

27. A number of activities were required in order to prepare the documents which the Committee would submit to the seventh meeting of Experts and the seventh meeting of the Conference of African Ministers of Transport, Communications and Planning. As the meetings had been scheduled to take place in Morocco from 6 to 10 November and 13 to 15 November 1989 for the Experts and the Ministers respectively, the activities to be undertaken were programmed as follows:-

> Before 17 May, Committee members to send their comments on the two documents relating to the objectives and strategy and the guidelines for the preparation of the programme for the Second Decade to ECA;
>
> From 29 to 30 July, a meeting of the Committee in Addis Ababa to finalize the two documents;
>
> By 15 July, at the latest, dispaton of the documents for the Experts' and the Ministers' meetings to member States.

Any other business (agenda item 6)

28. No business was introduced under this agenda item.

Adoption of the report (agenda item 7)

29. It was considered not necessary to adopt the two documents pertaining to objectives and strategy and guidelines for programme preparation as it had already been agreed that the Committee members would take them with them to their respective headquarters for closer study and subsequent comment, with the definitive documents being adopted during the following meeting of the IACC.

Closure of the meeting (agenda item 8)

30. The meeting was closed by Professor Adebayo Adedeji, Executive Secretary of ECA and Chairman of the meeting who thanked the participants for the excellent work they had done and the long hours they had put into it. He impressed upon them the need to forward their organizations' comments to ECA by the agreed deadline of 17 May so that ECA would be able to finalize the two documents and combine them into a single one emanating from the IACC.

OBJECTIVES AND STRATEGIES FOR UNTACDA II

DEVELOPMENT OBJECTIVE

To establish an integrated transport and communications system as a basis for the physical integration of Africa, improve efficiency and facilitate national and international traffic, so as to foster trade and the achievement of self-sustaining economic development as called for in the Lagos Plan of Action (1980), APPER (1985) and UNPAERD (1986).

OBJECTIVE 1

Promote regional economic integration, and trade movement of persons through phased and balanced programmes of infrastructure and capacity expansion, operational efficiency and service quality improvement.

(A) Long-term:

Steady expansion of intra-regional networks, especially at the subregional levels, so as to permit the effective development of good present and potential production areas with consumption centres and export points on the basis of nationally agreed programme.

(B) Areas of Concentration in the short- and medium term:

(i) Facilitation of intra-African and external traffic by:

(a) Early implementation of existing bilateral, subregional and regional agreements relating to technical standards, operating and documentation procedures as well as joint financing arrangements;

(b) Wider ratification and early application of relevant UN and other international agreements;

(c) Development of new agreements where these are necessary and of priority.

(ii) Selected investments in expansion and upgrading of links in existing regional and subregional networks in order to realize the full potential of these networks, which are consistent with regional priority needs and resource availability.

OBJECTIVE 2

Rehabilitation, Upgrading and Maintenance of the most critical elements of the existing infrastructure and equipment so as to improve efficiency and utilization, as well as prolong their economic life.

A. Long-term

(i) Complete by the year 2000 the backlog of infrastructure rehabilitation and equipment replacement tasks that has built up over the past years;

(ii) Develop efficient and sustainable maintenance capacities and practices that make effective use of local skills, manufacturing capacities, contractors and, in the case of rural infrastructure networks, locally based organizations and institutions.

B. Areas of concentration in the short- and medium-term:

(i) Develop well prepared national programmes of priority rehabilitation, upgrading and equipment replacement.

(ii) Strengthen institutional arrangements for sound maintenance planning, budgetting, performance monitoring and practices.

(iii) Increase efforts at resource mobilization from external and internal sources.

OBJECTIVE 3

Human Resource Development and Training. To improve the quality and availability of personnel at all levels for proper management and operations of transport and communications through training, enhanced motivation by establishing appropriate incentive schemes, and proper utilization of local skills by improved recruitment procedures.

A. Long-term

(i) Establish transport and communications management institutes for all regions.

(ii) Develop local capabilities to plan, manage and operate transport and communications systems in Africa more efficiently.

B. Areas of Concentration in short-and medium-term

(i) Upgrading and maintaining the standards of existing national and regional training institutions.

(ii) Establishment in each organization/enterprise of appropriate incentive schemes so as to motivate, develop and retain competent staff at all levels.

(iii) Strengthen existing specialized African IGO's (how?) so that they can better assist the African governments in their development efforts.

(iv) Increase in-house training in major transport organizations and enterprises.

(v) Increase the number of "twinning" arrangements between African enterprises and transport and communications training institutions with more experienced organizations elsewhere.

(vi) Establish African Transport and Communications Management Studies Centres for all regions.

OBJECTIVE 4

Improvement of efficiency in Transport and Communications Enterprises so as to improve their competitiveness and financial viability.

A. Long-term

(i) Improvement of management efficiency and capacity

(ii) Development of legal framework for enterprises.

B. Areas of concentration in the short- and medium-term:

(i) Establish incentive schemes for personnel.

(ii) Introduce cost reduction measures.

(iii) Harmonization and application of tariffs including preferential tariffs for large users.

(iv) Develop alternative energy sources for transport and communications equipment.

(v) Develop contract plans between enterprises and governments, where appropriate, to allow greater managerial autonomy and accountability.

OBJECTIVE 5

Establishment of Information Systems on Transport and Communications as a basis for analysis and better management and planning of investment.

A. Long-term

(i) Promote establishment of information systems directed at market demands, costs and conditions of infrastructure development.

B. Areas of concentration in the medium - and short -term

(i) Establishment of a regional data bank on transport and communications development.

(ii) Establishment of management information systems at enterprises and organizations to improve management.

OBJECTIVE 6

Development of manufacturing capabilities in order to cope with the rapid changes in technology and market forces in transport and communications, and to reduce cost and requirements for foreign exchange by local manufacture of some spare parts, components and equipment.

A. Long-term

(i) Encourage member States to enact policies at the level of national and subregional economic groupings so as to create an enabling environment for investment (foreign, private, public) in manufacturing enterprises and transfer of technology that would transcend the limitations of national economies and benefit from the economies of scale of the subregional markets.

(ii) Establish research and development centres (possibly at the regional training institutions or selected universities).

(iii) Develop indigenous technology

B. Areas of concentration in short-and medium-term

(i) Undertake feasibility studies for manufacture of selected transport and communications components and equipment.

(ii) Initiate basic research in selected areas and institutions.

(iii) Carry out total survey of and widely publicize the capacity and type of manufactures currently available in Africa.

OBJECTIVE 7

Improved Transport Safety and Environmental Conditions to restrain the human, social and economic losses resulting from accidents and spillages of hazardous and polluting materials associated with the expected increases in passenger and freight transportation activities.

A. Long-term

(i) Increase awareness of safety and environmental implications of projects during planning and design stages.

(ii) Encourage African governments to adhere to the international conventions.

(iii) Produce and apply the African Highway Code

B. Areas of Concentration in short- and medium-term

(i) Establish national traffic councils and provide them with adequate funding.

(ii) Organize African regional/subregional seminars and workshops to exchange experience.

(iii) Strengthen driver training and testing programmes

(iv) Improve vehicle testing facilities and methods.

OBJECTIVE 8

Improvement of transport and communications in rural areas as the major national poles of economic growth.

A. Long-term

(i) Develop more efficient and effective rural transport infrastructure and services through greater use of self-help and locally based solutions.

(ii) Develop appropriate technology for non-motorized transport alternatives.

B. Areas of Concentration in the medium- and short-term

(i) Encourage national planners to accord priority to better planning, construction and maintenance of rural systems.

(ii) Identify current and potential areas of economic production growth and develop plans to link them to the national transport and communications networks.

OBJECTIVE 9

Improvement of urban transport to meet the needs of the rapidly growing urban population.

A. Long-term

(i) Increase the efficiency and financial viability of urban transport activities, including the provision of greater accessibility to employment opportunities for low income group.

B. Areas of concentration in the medium- and short-term

(i) Introduce measures to increase taxes on vehicle use and ownership.

(ii) Introduce controls on traffic flow patterns.

(iii) Develop better and effective traffic management measures.

STRATEGY

In drawing up the programme for the Second Decade, full account should be taken of the macro-economic environment in which the programme fits. This environment defines the constraints within which the programme will be implemented. Thus, for the success of the programme, the following strategy is proposed.

1. Focus

The programme should be focussed on the key problem areas which require regional/subregional co-operation for their solution.

2. Flexibility

A reasonable flexibility should be built into the programme to allow correction and re-orientation as needed during its implementation. It is proposed that a review of the programme be carried out every two or three years in addition to a mid-term in-depth evaluation in 1995.

3. Promotion of the programme

During the period of the Decade a good promotion of the programme and activities must be made in order to publicize the Decade. It is suggested to use all means of communications: UNDIA, news letters, publications; press conferences at launching; IGO's and national UNDP Res Reps;

4. Survey of transport and communications in Africa

Before the launching of the Decade a general survey on transport and communications in Africa must be conducted in order to have the status of development.

5. Annual Report on transport and communications

An annual report must be prepared indicating the program done in the field of transport regarding the objectives to be achieved.

6. Multisectoral approach

The programme must be designed in order to respond to some demands i.e. agriculture, mines, population, industry etc.

7. Resource Mobilization

A committee of resource mobilization should be set-up in order to mobilize more resources. A study of the mobilization mechanisms of the first Decade and the results thereof should be undertaken. This study might provide the degree to which financial additionality has occurred during UNTACDA I as well as the extent to which financial additionality is a valid concept for UNTACDA II.

8. Steering Committee should be established to develop criteria for project selection and classification and determination of a core programme based on the principle of additionality. Composed of three (3) high level African professionals in the field assisted by two (2) recognized international advisers, the committee will submit their proposals to the IACC for approval by the Conference of Ministers.

9. National Co-ordination Committee (NCC) on UNTACDA should be set up in each country (a la RASCOM) in order to coordinate a national development programme between and within transport and communications sectors, and act as focal points for the regional/subregional programme. UNDP country representative should participate in this committee.

10. Responsibility for Projects

While the national governments will have the responsibility to identify, formulate, negotiate finance and implement national projects in both investment and preinvestment need while the IGO will have the same responsibilities in respect of selected subregional investment projects, more and more preinvestment subregional projects should be assigned to subregional intergovernmental specialized African organizations for implementation. This means in practical terms decentralization.

11. Collection of information may be achieved by requiring that project submissions include statistics on sector development in the country as well as information on related projects. Additionally, the NCC should be required to provide regular information on projects and statistics on development indicators.

ROADS AND ROAD TRANSPORT

A. Long-term objective

- Removal of the physical and non-physical barriers to intra-African trade and travel and improvement of services in the roads and road transport sector.

B. Short- and medium term areas of concentration

(i) Completion of the proven intercountry road network to link areas of production to areas of consumption at national, subregional regional and international levels;

(ii) Rehabilitation, reconstruction or maintenance of existing networks;

(iii) Facilitation of traffic on existing intercountry road links by having Member States accede to the existing bilateral, multilateral, and international accords pertaining to the road transport subsector;

(iv) Harmonization of the various national highway codes, road signs/signals and axle loads so as to render intercountry transit as easy as possible;

(v) Human resources and institutional development to build up the capacity and enhance the manpower, in order to improve the operation, organisation and management of roads and road transport institutions;

(vi) Creation of awareness on road safety and protection of the environment;

(vii) Improvement of road transport infrastructure and services in urban and rural areas;

(viii) Improvement of the provision of foreign currency for the purchase of new buses and trucks and spare parts and promotion of policies that would enhance the viability of the road transport industry

RAILWAYS AND RAIL TRANSPORT

A. Long-term objectives:

(i) Improvement of operational efficiency of railways so as to improve their financial viability and reduce their burden on national budgets,

(ii) Achievement of acceptable levels of rolling stock and infrastructure availability and utilisation rates on the basis of phased programmes agreed for the major national railway systems and also on the basis of contract and corporate plans.

Short and medium-term areas of concentration are as following:

(i) Restructuring of the railways based on appropriate time-phased programmes.

(ii) Strengthening of railways management performance.

(iii) Review, of technical, operational, and commercial studies which have been conducted by IGO's, UAR, and subregional organisations to ascertain their validity and relevance to the development of railways in Africa, during UNTACDA II and beyond.

(iv) Strengthening of existing national and subregional institutions for training of railway personnel, i.e. review of their curricula, training of trainers, support to the development of their training equipments and facilities etc.

(v) Establishment, in various railways, of a UAR-based costing model to be derived from recommendations of SSATP costing study.

(vi) Establishment of management information systems, for railways, which do not have them, based on results and recommendations of SSATP studies.

(vii) Establishment of an African railway data bank based on results and recommendations of studies for the development of a railways data base to be conducted under SSATP.

(viii) Increase shares both domestic and in long haul transit traffics through strong competitive marketing and service quality measures;

(ix) Revision of existing railway legislations where appropriate to improve governmental/railway relationships and allow greater managerial autonomy and accountability.

(x) Promotion of inter-railway working agreements to facilitate the smooth operations of international traffic.

(xi) Strengthening of the UAR.

AIR TRANSPORT

A. Long-term objective

The long term objective for the air transport sector is to establish a climate of cooperation and solidarity as stipulated in the Yamoussoukro Declaration and improve air transport facilities and services in Africa.

B. Short and medium term areas of activity

1. Implementation of the Yamoussoukro Declaration and improvement of the capacity of air navigation enterprises.

(a) Improvement of the management of airlines and air navigation enterprises.

Action in this area will focus on:

- Improvement of the financial situation of air transport and air navigation enterprises in order increase their efficiency and make them more competitive and cost-effective.

In this regard it is necessary to:

(i) Develop intensive training programmes aimed at training qualified and skilled personnel

(ii) Drawing up contract-plans between the enterprises and governments;

(iii) Retain skilled personnel in the enterprises;

(iv) Assist civil aviation and airport authorities.

(b) Integration of airlines and restructuring of civil aviation authorities and airport management enterprises.

Activities in this area will focus on:

Strengthening of common facilities which exist already and the establishment of new airlines, either on subregional basis, on the basis of economic groupings or on the basis of affinity.

Assistance should also be provided to the States with a view to the restructuring of airport management enterprises and civil aviation authorities.

(c) Establishment of financial institutions

To facilitate the acquisition of flight equipment, group purchase of equipment will be encouraged and an African aircraft leasing and financing company will be set up.

(d) Adoption of policies on tariffs, the computerized reservation system and traffic rights.

Within the framework of the regrouping of airlines, common policies will be formulated for the various groupings regarding the granting of traffic rights to airlines originating from outside Africa.

In order to reduce operating costs, efforts will be made to encourage the intensification of technical cooperation, joint exploitation of ground equipment, collective insurance, development of maintenance centres and application of special (promotional) rates.

A common African policy on the computerised reservation system will be adopted.

2. Establishment of the ICAO Air Navigation Plan and improvement of air security

Efforts will be made to mobilize adequate resources for purchasing and improving the equipment necessary for implementing the Air Navigation Plan and ensuring air security.

Support will also be given to the States to ratify the relevant conventions.

3. Human resources development

To improve the management capabilities of the air transport and air navigation enterprises and the administrations of civil aviation authorities, training programmes will be developed and the means for the training of air transport personnel improved.

4. Safety of air transport operation

The safety standards of air transport operations will be improved.

5. Facilitation

Infrastructure designed for the improvement of facilitation at African airports will be improved through technical assistance. Assistance will also be provided to the States in drawing up legislation aimed at improving facilitation.

6. Studies

Undertake studies necessary for the development of air services and the establishment of viable and cost-effective air transport enterprises.

MULTIMODAL TRANSPORT

A. Long-term Objectives:

(i) Improvement of the integration of all modes of transport so as to carry the cargo in one chain of transport smoothly,

(ii) All modes of transport adjust their services according to the requirements of the multimodal transport system.

B. Short-term and medium-term areas of concentration

(i) The adjustment of the trade to the needs of multimodal transport.

(ii) Policy makers at the national and subregional level have to adapt policies and plans for the introduction of multimodal transport.

(iii) The establishment of inland container centres.

(iv) The adjustment of laws and regulations to foster multimodal transport and the establishment of M.T.O. as well as ratification of the M.T. convention. Implementation of documentation procedures and regulations which consume with the needs of multimodal transport.

(v) Enlargement of training activities covering multimodal transport.

(vi) Improvement of managerial abilities for the introduction of multimodal transport.

WATER BASED TRANSPORT

I. Shipping

A. Long Term objectives

1. Develop appropriate activities related to the following objectives in view inter alia, of contribution. significantly and positively to the balance of payment.

2. Introduction of modern shipping technologies to meet African needs.

3. Development of ship repairing and ship building industries in the African region, where the feasibility exists for such enterprises.

4. The establishment, re-organization and strengthening of Maritime Administration.

5. Ratification and implementation of international conventions and other recommendations into an appropriate national maritime legislation.

6. The establishment of new shipping organizations, supported by carefully made studies and requirements.

This to include:

(i) Purchasing or acquisition through chartering of vessels for the movement of cargoes whenever the need arises;

(ii) The establishment of national shippers councils and freight booking centres;

(iii) The development of coastal shipping services (passengers and cargoes) in the various African subregions with the view of integrating such services within the transport chain;

(iv) The increasing of efforts to implement the attainment of cargo sharing formula of the Convention for the Code of Conduct for Liner Conferences and also attainment of Fleet capacity of 3.92% of the World tonnage by Africa as targeted by ECOSOC.

(v) The establishment of national MTO (Freight Forwarding activities) to increase participation in multimodal transport;

7. Mobilization of capital resources.

8. Manpower development in the field of Maritime transport, including support to maritime training institutions.

9. Programmes for the prevention and combatting of Marine Pollution.

10. Harmonization of documentation and procedures to facilitate maritime trade.

11. Harmonization of transport and trade policies on national and subregional levels.

12. Improvement in Aids to navigation and shore to ship communications and vice-versa.

II. Ports

A. Long-Term objectives

1. Increase port efficiency and there by improve their financial viability, through improvement of managerial, operational etc. fields;

2. Simplification of Structure of port Tariffs;

3. Enlarge the portion of Unitization of cargo in African ports in order to attain more favourable transport costs.

4. Assisting land-locked countries to facilitate their foreign trade through ports of Transit countries by removing non-physical barriers;

5. Updating of port regulations for handling of vessels in ports, custory of cargo in ports, limitations of responsibilities of ports and other related industries in ports, handling of waste materials in ports etc.;

6. Encouragement of leasing of port facilities.

7. Research on the implementation of new forms of co-operative arrangements among countries of the subregion in sea Transport.

B. Short and Medium Term areas of activities

(i) Human Resource development in the fields of port organizations, management, operations, engineering, other technical fields such as safety conditions etc.and also strengthening existing training centres and/or establishing new ones whenever necessary;

(ii) The development of port legislations and regulations such as handling of vessels in ports, custory of cargo in ports, demarkation of responsibilities of ports and other related industries in ports, handling of waste materials in ports etc.;

(iii) Improvement and harmonization of shipping, customs, and ports documents to facilitate smooth cargo movement from ports to the interiors especially food distributions;

(iv) Improvement of ship to shore and vise versa communications and Aids to Navigation;

III. Inland Water Transport

A. Long term objectives

Development of integrated transport systems at the level of each river basin on the basis of master plans for multisectoral development of the basins and promotion of inter-modal coordination.

B. Short and Medium Term areas of activities

- Improvement of the navigable waterway networks of each river basin through concerted action (joint services) with regard to maintenance, buoyage, rehabilitation and equipment;

- Maintenance, rehabilitation of equipment and ports infrastructure particularly to increase efficiency and to ensure intermodal coordination;

- Improvement of the technical, and economic performance of inland navigation vessels, particularly through concerted action with regard to shipbuilding, maintenance and repair;

- Improvement of training of inland water transport personnel and strengthening of existing training establishments;

- Harmonization and updating of documentation, legislation and regulation, with a view to finding concerted solutions to related facilitation problems;

- Improvement of management, particularly through the promotion of joint enterprises for operating services;

PRIORITY OBJECTIVES FOR THE POSTAL SERVICES SUBSECTOR

I. Improvement and rationalization of the management of postal administration and services

A. Short and medium term areas of activity

(a) Take measures aimed at:

(i) Re-examining or reviewing postal systems in order to provide for greater liberty and sufficient flexibility in the management of postal services;

(ii) Separating postal services from telecommunications in order to provide specific management to the sector;

(iii) Having greater flexibility to postal administrations in the fixing of tariffs and in the use of income generated;

(iv) Introducing industrial and commercial operating conditions in the postal services.

(b) Take action which will lead to:

(i) Making optimum use of the available human and material resources;

(ii) Improvement of working methods so as to increase productivity;

(iii) Improvement of the quality of services to meet user needs;

(iv) Improvement of training and widening of its scope to cover modern management techniques.

II. Improvement of mail routeing and distribution

Short and medium term areas of activity

(a) The gradual establishment of transit centres;

(b) Preparation and/or periodic revision of routeing plans;

(c) Improvement of service to landlocked countries;

(a) Sustained investment in rural postal services so as to open up the areas concerned;

(b) Improvement of the quality of postal services in urban areas.

III. Improvement of the quality of training:

Short and medium term areas of activity:

(a) Better definition of training needs;

(b) Reform of curricula;

(c) Diversification of training activities;

(d) Regular evaluation and monitoring of training;

(e) Training of instructors to upgrade their qualifications.

IV. Individual and collective autonomy of the countries with respect to postal facilities

Short and medium term areas of activity

(a) Establishment of four subregional workshops;

(b) Manufacture of the basic postal materials;

(c) Purchase of postal materials from subregional markets;

V. Introduction of new services and products for better competitiveness on the communications market

Short and medium term areas of activity

(a) Establishment of Express Mail Service (EMS);

(b) Development of the Electronic Mail Service.

TELECOMMUNICATIONS

A. Long Term Objective

Development of an integrated telecommunications network based on well defined national, subregional and regional plans. This should include, among other things, the notion of accessibility to telephones in rural areas and telephone density in urban areas.

B. Short and medium term areas of concentration:

(i) Management and development of human resources;

(ii) Maintenance, Rehabilitation and modernization of existing telecommunication infrastructural facilities;

(iii) Improvement in the management of telecommunications services;

(iv) Establishment of effective and operational planning units within national telecommunications administrations;

(v) Establishment, harmonization and implementation of tariffs agreement at sub-regional and regional levels;

(vi) Promote the transiting of a high percentage of intra African communications through centres in Africa by utilising the installed Panaftel Network;

(vii) Development of research and manufacturing capacity;

(viii) Completion of the missing links of the Panaftel Network;

(ix) Implementation of the PASCOM project;

(x) Strengthening of regional telecommunications institutions (PATU);

(xi) Provision of services for special users such as news agencies, air transport, broadcasting and meteorological services.

BROADCASTING

A. Long-term Objectives

(i) Greater emphasis should be placed on training and human resource development;

(ii) Carry out research on propagation problems in Africa;

(iii) Strengthen and develop exchange programme;

B. Areas of concentration in the medium and short-term

(i) Conduct surveys to measure soil conductivity and weakening of propagation;

(ii) Establish a network for the daily exchange of television news and programmes among African countries;

(iii) Establish subregional audivisual institutes;

(iv) Establish subregional centres for studies on rural radio services in English and Portuguese speaking areas, similar to the one for French-speaking areas which is located in Ouagadougou;

(v) Intensify efforts towards the implementation of the development of Broadcasting in Africa (DBA) programme as called for in Recommendation 4 of the African Telecommunications Development Conference (Tunis, 1987);

(vi) Conduct feasibility study for the manufacture of low-cost broadcasting equipment and radios in Africa;

(vii) Strengthen URTNA;

GUIDELINES FOR THE PREPARATION OF UNTACDA II PROGRAMME

E/ECA/TCD/21
Annex II

I. INTRODUCTION

On 20 December 19[illegible] the United Nations General Assembly adopted resolution 43/179 in support of a second United Nations Decade for Transport and Communications in Africa for the years 19[illegible]-2000. This was a culmination of the efforts made by the African governments in support of the decision taken by the Conference of African Ministers of Transport, Communications and Planning at its sixth meeting, in March 1988 held at Kinshasa, Zaire. That decision, expressed in the Kinshasa resolution (ECA/UNTACDA/Res.83/VI) was taken following an in-depth evaluation of the results and impact of the first Decade programme on the economic development of Africa in general, and on the development of transport and communications in particular.

It will be recalled that the United Nations Transport and Communications Decade in Africa (UNTACDA) was proclaimed by the United Nations General Assembly in December 1977 upon the request of the ECA Conference of Ministers in order to highlight Africa's special needs in these sectors. The first meeting of the Conference of African Ministers of Transport, Communications and Planning, held in May 1979, adopted the objectives and strategy of the Decade. The global objective was the establishment of an integrated transport and communications network throughout the continent with particular emphasis on harmonization, co-ordination and modernization primarily for the purpose of supporting the development of key sectors such as industry, agriculture and trade. These objectives were to be realized through the implementation of policies, plans and projects at the national, subregional and regional levels with the main burden going borne by the African countries themselves. Projects were ranked in terms of priority with the highest priority being the projects with regional and subregional impact, followed by national projects of disadvantaged countries and in third place, other national projects.

The evaluation of the first Decade showed that, although the Decade made a positive impact on member States, ten years was hardly sufficient time to complete so gigantic a task as was envisaged during the Decade. As a consequence, a great deal of work will have to be continued beyond the end of the first Decade. Furthermore, new challenges including those arising from technological change, some of which were not foreseen at the time of the launching of the first Decade, have emerged and will also need attention in the years to come.

In light of the above, it is clear that the first Decade laid a foundation for development of the sectors. A second Decade is therefore imperative to continue the momentum of the above activities begun during the first Decade and to ensure that these activities do not come to a standstill. Beside the need to pursue solutions to problems which were tackled in the first Decade, there is also a need to address new problems which definitely have arisen since, or will arise in the near future. No comparable forum or programme would be able to rally African countries and the international community at large or maintain the momentum and activities already started.

II. THEMES

The main basis for self-sustaining economic development in Africa is agricultural development. This is why the LPA and subsequent regional, subregional and national development programmes emphasize that any programme for the support sectors such as transport and communications must, first and foremost, serve to enhance development of food and agriculture in Africa. Thus, the aim of physical integration of Africa should be based on the economic poles of production-consumption. These poles apply to agriculture as well as to mining and industry. The promotion of trade among African States as well as between Africa and the outside world would naturally follow. This is the raison d'etre of the UNTACDA II programme.

A deficiency of the UNTACDA I programme was that it consisted of a collection of sometimes unrelated projects. During the Second Decade it is necessary to sharpen the focus of the programme to the solution of specific problems. These problems may be grouped into themes as follows:

1. Furthering the process of regional economic integration through expanded trade and on the basis of phased, balanced programme of infrastructure, operational efficiency, service quality and capacity improvements, including new links.

2. Maintenance, rehabilitation and upgrading of existing infrastructure and development of cost recovery systems for their sustainability.

3. Improvement of management efficiency through better planning and operation of transport and communication systems by encouraging the use of appropriate technology.

4. Improvement of quality of human resources and its utilisation.

5. Improvement of traffic safety and security.

6. Support of efficient transport and communication systems for improved urban and rural living condition while protecting the environment.

7. Updating and/or application of existing regional and international legal instruments in order to speed up the realisation of the objectives of UNTACDA II.

8. Facilitation of traffic flow through rationalization and/or harmonization of tariffs, documentation and immigration and customs formalities to enhance intra- and extra-African trade and services.

9. Development of capacity for the production of transport and communications equipment and material in Africa and development of channels for technology transfer

10. Development of enhanced systems planning capacity at national, sub-regional and regional levels.

11. Reinforcement of the regional and subregional organisations structurally and financially to enable them to serve as focal points for the conception, execution and the monitoring of the second Decade programme.

III. ACTION PLAN

1. Criteria for the Selection of Projects

It is necssary to to lay down criteria for the purpose, on the one hand, of serving as directives for all concerned in initiating projects (Governments, subregional and regional organizations as well as UN Specialized agencies and other institutions) and on the other hand, as a reference tool for ECA, the coordinator of the Decade, by which it will ensure that projects submitted for inclusion in the Decade programme conform to the global objectices and strategies of the Decade.

The main criterion for the selection of any project for inclusion in the Decade Programme should be that it contributes effectively to the implementation of the economic, socio-cultural and political objectives of the Lagos Plan of Action and the Final Act of Lagos. As such, projects shall be expected to contribute to the economic, political and socio-cultural integration of Africa.

To this end, the following criteria have been defined:

(a) National projects

1. Projects must be included in the National Development Plan or be approved and supported by the Government.

2. All national projects which meet the UNPACDA II themes, and particularly those dealing with Human Resource Development Maintenance, Rehabilitation and Modernization, shall be included in the Decade programme.

3. Projects should promote national socio-economic development and have direct or indirect impact with sub-regional or regional integration.

4. For infrastructural projects, they must demonstrate social and economic feasibility and/or other demonstrable benefits.

5. Projects should generate local expertise and increased national capacity by using, as much as possible, local human and other resources.

6. Projects must be institutionally sustainable.

7. Projects should, as far as possible, involve the integration of women and youth in development.

8. Projects must conform to environmental policies and programmes.

(b) Regional and sub-regional projects

In addition to the criteria listed above for national projects, the following criteria shall apply to regional and subregional projects.

1. Projects must be included in the National Plans of countries or be approved by the relevant subregional or regional inter-governmental organizations or be part of a programme adopted internationally for the benefit of African States.

2. Projects must involve more than one country and promote subregional or regional co-operation and integration.

3. In the case of infrastructural investment projects, pre-feasibility studies should have been done or required to be done and, if possible, be included along with project submission.

2. Mechanism for the transfer of projects from UNTACDA I to UNTACDA II

Existing programmes, policies and projects will be reviewed and oriented according to the new objectives and criteria.

The on-going projects should, in principle, be evaluated according to their respective provisions for evaluation and oriented according to the above criteria.

Financial institutions implicated in these projects should provide the necessary resources for evaluation and strengthening the projects in order to maximize their contribution to UNTACDA II.

3. Roles of various actors

A programme such as UNTACDA provides the African countries with a suitable framework for co-ordinating the development of transport and communications sectors. Africa does not as yet have a machinery for economic co-ordination at the regional level. However, there exists several subregional economic groupings which can form a basis for regional co-ordination.

Such co-ordination must, therefore, necessarily involve several partners each with a clearly defined role. This chapter seeks to define the role of each of the partners working towards the attainment of the objectives of UNTACDA, II.

The report on the evaluation of UNTACDA I clearly pointed out that the subregional economic organizations as well as the specialized African intergovernmental organizations did not participate adequately in the conceptualization, planning or execution of the First Decade programme. The report recommended that all future programmes should clearly define a framework for greater participation of these organizations, along with the relevant United nations agencies and the African States. In view of the importance of IGO's, it is expected that during the Second Decade they will become a major source of projects and major partners in development.

In formulating the global strategy for UNTACDA I, an attempt was made to define the roles of some of the actors, notably ECA as the lead agency, the MULPOCs and the Inter-Agency Co-ordinating Committee. This attempt, however, was deficient on two grounds: first, except for ECA, the roles were vaguely defined and, second, it left out the roles of several other actors. It is, therefore, essential during UNTACDA II there be a precise and comprehensive definition of the roles of the different parties involved. The following are the descriptions of these roles.

(a) ECA - lead agency

The Economic Commission for Africa was appointed the lead agency for the Decade programme. This role has been reconfirmed by the Conference of African Ministers of Transport, Communications and Planning in its resolution ECA/UNTACDA/Res.88/73 made at its sixth meeting in Kinshasa in March 1988. As the lead agency, ECA among other things, is "... responsible, in collaboration with other agencies, for the preparation of the Decade programme and for the harmonization, co-ordination and monitoring of all Decade activities, ...".

Co-ordination implies familiarity with the content of the programmes that are to be co-ordinated. This can be obtained through contacts made with the other agencies involved in the implementation of the Decade programme, either through correspondence or attendance at their policy-making meetings.

In particular, ECA as the lead agency will carry out the following activities.

(a) Conceptualize and promote concerted plans for the orderly development of an integrated pan-African transport and communications network.

(b) Elaborate regional plans by integrating subregional plans where they exist, and where they do not exist (as in North Africa, for example) formulating them in collaboration with Governments and relevant members of the IACC.

(c) Co-ordinate the individual efforts of UN specialized agencies and African intergovernmental organizations in order to reach rational and synchronized development of the networks at the least cost.

(d) Organize fora for discussion of the benefits accruing from co-operation among African Governments in constructing the network and from the removal of non-physical barriers to the free flow of traffic across frontiers.

(e) Make proposals for concrete actions for the standardization of systems, where necessary.

(f) Make proposals for concrete action for the removal of non-physical barriers to inter-African transport services and promote the signing and ratification of conventions on facilitation of the movement of persons and goods across frontiers.

(g) Serve as a secretariat for sub-sectoral inter-agency meetings held to monitor and evaluate the progress of sub-sectoral regional programmes and to propose necessary follow-up action.

(h) Provide secretariat services for IACC and Conference of Ministers.

(i) Serve as the secretariat of the Resource Mobilization Committee and be responsible for follow-up of the decisions of the Committee.

(j) Render technical assistance to IGO's that need such assistance.

(b) Subregional economic organizations

Closer consultations and co-ordination among the subregional organizations is necessary in order to co-ordinate subregional plans, programmes and activities in the field of transport and communications and from these, a co-ordinated regional plan, programmes and activities can be developed. Such co-ordination would facilitate the sharing of experiences among the various subregions. Through these subregional organizations efforts

to develop workable systems through, for example, the promotion of conventions and agreements to remove non-physical barriers to transport and communications and to institute mutually agreed tariffs within and between the various subregions can be co-ordinated.

In some subregions there is too much duplication of efforts through too many sub-organizations dealing with one or other aspect of transport and communications. This often leads to confusion and ineffectiveness. ECA should assist these organizations to streamline their activities in the areas of transport and communications.

In order to be effective, ECA should take a more active role in the activities of these organizations. In particular, ECA must clearly explain its intentions to, and jointly work with these organizations in developing their respective programmes. ECA should, as a matter of principle, actively work with these organizations over and above attending their annual meetings.

Development plans of the various subregions shall then be combined to form a coherent regional plan for development. The ten- year programme may then be developed in a similar manner.

(c) Sectoral African Intergovernmental Organizations and UN Agencies

This group includes all African IGO's and UN agencies in the field of transport and communications at both subregional and regional levels. These organizations differ from the subregional economic organizations in that each is specialized in one, and only one, subsector of transport and communications.

Existing African IGO's in this category include:

(i) Pan-African Telecommunications Union (PATU) - Telecommunications;
(ii) Pan-African Postal Union (PAPU) - Postal Services;
(iii) Union of National Radio and Television Organization of Africa (URTNA) - Broadcasting;
(iv) The Union of African Railways (UAR) - Railways;
(v) African Airlines Association (AFRAA) - Air Transport;
(vi) African Civil Aviation Commission (AFCAC) - Air Transport;
(vii) Port Management Associations (PMAEDA, PMAWCA, PMAWA) - Ports.

The role which these African organizations played in UNTACDA I varied greatly. It has been recognized that they could have played even a greater role in co-ordinating and monitoring UNTACDA projects as well as the overall development in their sectors. However, most of these organizations lack resources required to make them more effective.

In future, in order to increase their participation in the development programme, the existing organizations need to be strengthened, as called for in resolution ECA/UNTACDA/Res.83/70 passed by the Conference of African Ministers of Transport, Communications and Planning, at its recent meeting at Kinshasa in March 1988.

International organization may initiate programmes, projects and policies in co-ordination with the States, sub-regional and regional organizations and in collaboration with ECA. These organizations should be responsible for drawing up sectoral programmes as well as guidelines for project preparation and submissions, in accordance with the themes of UNTACDA II.

By virtue of its role as a regional economic commission of the UN, ECA is most suited to co-ordinate the activities of these UN organizations in Africa, particularly in transport and communications where there is need to co-ordinate the various subsectors to form an integrated system for the region. The major agencies and their areas of competence and/or interest are:

(i)	Roads and Road Transport	- ILO, FAO, World Bank
(ii)	Railways	- ILO, World Bank
(iii)	Maritime Transport	- UNCTAD, IMO, ILO, WMO
(iv)	Air Transport	- ICAO, WMO
(v)	Telecommunciations	- ITU, WMO
(vi)	Broadcasting	- UNESCO, ITU
(vii)	Postal Services	- UPU
(viii)	Manufacturing	- UNIDO

The agencies including, financing institutions, engaged in various sectors will consult each other to initiate and implement actions and programmes in support of the themes of the Decade, in accordance with new guidelines and institutional arrangements.

At the centre of all UN development efforts is the United Nations Development Programme. In the first Decade, UNDP played a major role by establishing the Decade Co-ordination Unit at ECA in addition to financing several Decade projects. The UNDP will continue to play this role in UNTACDA II and its field offices should have the responsibility of representing and promoting the programme at the country level.

(d) Inter-Agency Co-ordination Committee

This is the technical committee consisting of all relevant United Nations agencies and African intergovernmental organizations involved in the fields of transport and communications in Africa. It is the IACC which makes recommendations to the Conference of Ministers through the intergovernmental meeting of experts.

In the first Decade, the roles of the various groups which made up the IACC were not clearly defined, which resulted in some confusion and ineffectiveness in the execution of the Decade programme. It is therefore recommended that various sub-committees of the IACC be created to deal with issues of each subsector or subregion.

(e) Resource Mobilization Committee

A Resource Mobilization Committee shall be established consisting of ADB, OAU, UNDP, BADEA, World Bank and IFC as members with ECA providing secretariat services. (The terms of reference and strategy for this committee will be decided during its meeting which should be held before the 13th IACC).

(f) The African States

There is no question but that the onus of development lies on the member States themselves. The United Nations agencies and the international community at large can only provide support to the African endeavours. Thus, the African Governments are expected to continue to accord a high priority to the development of transport and communications sectors and to allocate sufficient resources to the sectors, individually as well as collectively, through the programmes of relevant regional and subregional intergovernmental organizations and the subregional economic organizations.

African Governments thus, have certain specific responsibilities. These are to:

(a) Provide information as required by the lead agency;

(b) Assist the lead agency in resource mobilization by vigorously defending their projects at resource mobilization meetings;

(c) Ensure that regional and subregional Decade projects and programmes are included in national development plans and are brought to the attention of donors during bilateral assistance discussions. Ministers responsible for transport and communications should make sure that Ministers of Economic Planning and Development are aware of multilateral programmes and their implications for the national development plans;

(d) Ministers of Transport and Communications should brief their counterparts in Planning, Development or Finance on decisions taken at their sectoral meetings which have implications for the latters' fora e.g. ADB and World Bank Governors' meeting. In the past, Transport and Communications Ministers have made several appeals to ADB to assume the role of lead agency for the mobilization of resources without those appeals being endorsed by the Governors (Ministers of Finance) of the Bank.

(e) Provide an enabling environment for mobilization of domestic resources (public and private) for the development of the transport and communication systems.

(f) Establish a national machinery for the co-ordination of the implementation of the Decade programme.

IV. INSTITUTIONAL FRAMEWORK

The institutions established during UNPACDA I are adjudged to be still appropriate and shall be continued during UNPACDA II.

1. The Conference of Ministers of Transport, Communications and Planning

The Ministerial Conference shall continue to be the permanent policy-making body for the conception, implementation and monitoring of the Decade programme.

2. The Inter Agency Co-ordinating Committee (IACC)

The IACC, grouping United Nations bodies, African intergovernmental organizations and financial institutions, shall among other things, prepare the programmes to be submitted to the preparatory committees of national officials and subsequently to the Ministerial Conference. It shall meet at least once a year.

The Resource Mobilization Committee shall be a sub-committee of the IACC. Other sectoral sub-committees may also be established as necessary.

3. The Lead Agency

The Economic Commission for Africa (ECA) shall, as decided by the UN General Assembly in resolution 43/179 of December 1988, continue to be the lead agency for UNPACDA II as it was for UNPACDA I and shall perform the functions enumerated in Chapter III.